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13 DEC 1964

**MEMORANDUM FOR:** Honorable Norman B. Paul  
Assistant Secretary of Defense (Manpower)

**SUBJECT :** Screening of Federal Employees in the Military Ready Reserve

**REFERENCE :** Memorandum from Director, Office of Emergency Planning  
dated 8 December 1964, same subject

1. The Summary of Ready Reserve Status report requested by reference is attached at Tab A but, pursuant to a telephone conversation between you and Colonel White of this Agency on 15 December 1964, the names of the employees concerned have been withheld for security reasons. Also, we have not classified any of our Ready Reservists as "key" within the definition contained in reference because we believe that, under the Agency's wartime mission of conducting operations in support of the Military in combat theaters, it would be more advantageous to us to have these individuals who are trained in Agency as well as military skills available to fill some of our priority military personnel requirements on mobilization.

2. I believe that a brief history of the Agency's agreements with the Department of Defense and the Military Departments in the areas of mobilization planning and military personnel requirements is in order at this point in order to clarify our position in this matter.

3. It became apparent in the early stages of our emergency planning that our wartime role would require rapid expansion in the number of military personnel directly supporting the Agency's activities. Since the Agency had many employees who held military reserve status with recent wartime experience, the Director of Central Intelligence, by letter dated 14 May 1955, suggested to the Secretary of Defense that he appoint an ad hoc committee to study the problem and recommend a military reserve policy for the Agency. A copy of this letter is attached at Tab B. This committee recommended, among other things, that the Agency screen and place its employee reservists in three categories; i.e., (1) those who would be available for active duty to apply against the Agency's approved military personnel mobilization requirements, (2) those we would release for general duty with their parent service and, (3) those we wish deferred from military service to continue their civilian employment. The Secretary of Defense approved the committee's recommendations and so notified the Service Secretaries by memorandum dated 30 December 1955. A copy of a verbatim extract of these recommendations is attached at Tab C.

4. The ad hoc committee further recommended that "as a matter of urgency affecting mobilization readiness the Central Intelligence Agency

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submit to the Secretary of Defense at the earliest practicable date the estimated mobilization requirements of the Agency for military personnel."



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5. We have subsequently maintained a continuous screening of our employee reservists in accordance with the agreement discussed above. As of 1 December 1964 we had placed a total of [ ] reservists in Category 3, all of whom are now in either Retired or Standby status. Of the [ ] Ready Reservists indicated in the report at Tab A we have agreed to release [ ] to the Military Departments under Category 2. The remaining [ ] are in Category 1 available to fill priority military positions within the Agency in event of emergency.

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6. I am convinced that our emergency planning assumptions remain sound and that, under the most austere conditions, our emergency requirements for military manpower will far exceed our internal assets. Therefore, if at all possible within the planned reorganization of the Military Reserve, I believe that our trained Category 1 Reservists should remain available to apply against our priority military personnel requirements. In this connection I should like to point out that over [ ] of the Commissioned Reservists in this group are assigned in non-pay status to Reserve training units established for the Agency by the Military Departments. These Reservists, under the direction of the Director of Central Intelligence as head of the proponent agency, spend many hours of their own time in the development and presentation of inactive duty training programs consisting of a minimum of 40 weekly drills each year. A side product of these programs, but an important one, is a pool of highly qualified personnel [ ] when needed to carry out our missions under current operations.

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7. In view of the above it is believed that we should continue to screen and categorize our employee Reservists under existing agreements with the full understanding that all of our Category 1 Reservists are available to their parent service for order to active duty on mobilization and assignment to the Agency to fill approved military positions. At the same time we will continue to review our mobilization plans and adjust our military personnel requirements downward whenever possible.

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

Attachments: A/S

Distribution:

- 0 & 1 - Addressee (*Let to Personnel for hotscale*)
- ~~1~~ - ER
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GP/MMPD/ [ ] (6 January 1965)

Originator

[ ]  
Director of Personnel

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Concurrence:

[ ]  
L. K. White  
Deputy Director  
for Support

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6 JAN 1965

Date

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May 14 1955

The Honorable  
The Secretary of Defense  
Washington 25, D. C.

Dear Mr. Secretary:

As you know, the Central Intelligence Agency wartime mission is in two basic categories, viz: (a) those tasks imposed by the National Security Council, and (b) unconventional warfare, in support of the Theater Commanders, as provided in the Command Relationship Agreement between the Joint Chiefs of Staff and this Agency. The Agency is currently formulating a comprehensive Personnel Mobilization Program in an effort to ensure that fully qualified personnel will be available to enable it quickly and efficiently to meet its obligations under the stated mission.

It is certain that our mission will require rapid expansion in the number of military personnel directly supporting the Agency's activities. Military status will be mandatory in a large portion of overseas activities and the training of military personnel in skills peculiar to CIA will require additional military instructors from within the Agency. Reservists who possess both military and Agency training will be available for active duty without the expected delays caused by security clearances, travel, etc., to meet rapidly and effectively the additional military personnel requirements.

The Agency has employed appreciable numbers of personnel with reserve status acquired during World War II and in the recent Korean emergency, many of whom are now occupying key positions. Preliminary estimates, which have been furnished the Service Secretaries, indicate that our mobilization requirements for military personnel will far exceed the assets available within the Agency. Based on the concept that these reservists constitute one of the most vital sources of highly trained military personnel needed to meet our immediate mobilization requirements, my immediate concern is that policies and procedures be developed which will ensure that they

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are properly administered and trained, in a manner equitable to both the Services and the Central Intelligence Agency.

I believe such a program would be of mutual benefit. Aside from being in the best interests of the Agency, an adequate and effective CIA reserve program would benefit the Services at least in the following respects:

(a) Our personnel requirements against the Military Departments during a war or national emergency would be reduced by the number of Agency reservists utilized in a military status.

(b) A pool of intelligence and unconventional warfare specialists would be available in peacetime to the Armed Forces to serve for short active duty periods to instruct or to perform other specialized duty.

(c) With the intensified association between the Armed Forces and CIA in the event of a national emergency, it would be of considerable value to the Armed Forces to have among our employees individuals who are kept current on military policies and procedures.

In view of the above I would like to suggest that an ad hoc Committee be appointed, composed of representatives from the Office of the Secretary of Defense, the Military Departments and the Central Intelligence Agency, to study policies and procedures governing CIA employees who are Military reservists. I would hope that such a Committee would include in its studies such problems as the following, and would recommend the development of policies and procedures which will:

(a) Provide opportunities for Agency reservists to assume their responsibilities for maintaining military proficiency, and to enable them to secure advancement in military grade commensurate with their age and experience.

(b) Enable Agency reservists, in a manner consistent with security, to remain eligible for at least the same privileges and benefits which accrue to other reservists, including a proportionate share of active and inactive duty training, promotion and retirement credit.

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(c) Establish a pool of highly qualified and trained personnel, to be a part of the Military Services Mobilization assignment to CIA.

Sincerely,

Allen W. Dulles  
Director

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S-E-C-R-E-T

OFFICE OF THE SECRETARY OF DEFENSE  
WASHINGTON 25, D. C.

September 8, 1955

MEMORANDUM FOR THE SECRETARY OF DEFENSE

ATTN: Assistant for Special Operations

SUBJECT: Report of the Defense Ad Hoc Committee on a Military Reserve  
Policy for the Central Intelligence Agency

Reference: Memorandum from the Secretary of Defense to Captain S. S.  
Bowling, USN, dated July 5, 1955, subject: Defense Ad Hoc  
Committee on a Military Reserve Policy for the Central  
Intelligence Agency

Verbatim Extract (pages 6-8)

\* \* \* \* \*

"RECOMMENDATIONS: The committee recommends:

1. That as a matter of urgency affecting mobilization readiness the Central Intelligence Agency submit to the Secretary of Defense at the earliest practicable date the estimated mobilization requirements of the Agency for military personnel. These estimated requirements should be by service, grade, skills (Army and Marine Corps Military Occupational Specialty, Navy Officer Billet Code, and Air Force Specialty Code, etc.), numbers, and the time phasing by which these requirements are to be filled (M, M/1, M/2, etc.).
2. That the Secretary of Defense coordinate these estimates with the Joint Chiefs of Staff and the military departments concerned and establish the authorized military personnel mobilization requirements of the Agency, as soon as possible.
3. That the Central Intelligence Agency submit to each of the military departments through the Secretary of Defense a roster of all the employees of the Agency who have military reserve status in that department, under three headings, the first heading to include those whom the Agency desires and will make available to fill its approved military personnel mobilization requirements, the second heading to include those whom the Agency will make available for other mobilization assignments, and the third heading to include those whom the Agency wishes deferred from military service to continue their civilian employment with the Agency. These rosters should reflect the name, rank, serial number, and military specialty of each person, and the branch of service for Army reservists.

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4. That the Agency submit additional lists of (a) Former Agency employees whom the Agency believes to have current reserve status, and who are desired to fill authorized Agency military mobilization requirements, (b) Agency employees whom the Agency recommends for appointment in the Armed Forces to help fill its authorized military mobilization requirements in the event qualified personnel are not otherwise available, and (c), retired officers desired on wartime duty with the Agency.

5. That upon receipt of these lists, the military departments assign the reservists desired by the Agency against the Agency's authorized mobilization requirements for military personnel (subject to other overriding requirements), and otherwise assign or screen the remainder of the reservists as appropriate. That the employees recommended for commissioning be considered on an individual basis in the light of requirements, availability of other qualified personnel, and the qualifications of the persons concerned, and that the assignment of any retired officers recommended be considered favorably subject to other overriding considerations.

6. That the military departments prepare as rapidly as possible to fill the remainder of the Agency's mobilization requirements for military personnel.

7. That the reservists having mobilization assignments within the authorized military requirements of the Agency, be assigned to training categories and pay training groups as appropriate by the departments concerned, and that training organizations be established by the departments which will permit joint instruction where indicated. That this training be administered and conducted by the military departments, and that ample opportunity be afforded all Agency reservists to participate in such training in a paid or unpaid status as appropriate and to perform active duty for training, in order that they may maintain active reserve status and qualify for the promotion and retirement benefits associated therewith.

8. That the military departments continue to study means of enabling overseas reservists to maintain their promotion and retirement status, and that Agency reservist-employees before going overseas check thoroughly with the Departments concerned regarding the means already available."

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Executive Order  
164-8074/a

xx 20505

Honorable Edward A. McDermott  
Director, Office of Emergency Planning  
Executive Office of the President  
Washington, D. C. 20504

Dear Mr. McDermott:

In accordance with your memorandum of 8 December 1964, we have screened all of our employees in the Military Ready Reserve and made a report to the Assistant Secretary of Defense (Manpower). A copy of the report is attached.

The Agency was exempted from the requirement of submitting the names of the employees concerned for security reasons. Also, we did not classify any of our Ready Reservists as "key" within the definition contained in your memorandum because, under long-standing agreements with the Department of Defense, they will be made available on mobilization to the Military Departments for order to active duty and assignment to the Central Intelligence Agency to fill approved military positions.

Faithfully yours,

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

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Attachment: A/B

Distribution:

- 0 & 1 - Addressee (*Let to Personnel*)
- 2 - ER
- 1 - Signing Official
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- 2 - D/Pers (1 w/held)
- 2 - MMPD/QP

Concurrence:

L. K. White  
Deputy Director  
for Support

GP/MMPD/ (6 January 1965)

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6 JAN 1965  
Date Excluded from automatic  
downgrading and  
declassification

EXECUTIVE OFFICE OF THE PRESIDENT

Office of Emergency Planning

Washington, D. C. 20504

December 8, 1964

MEMORANDUM TO: Heads of Departments and Agencies

Subject: Screening Program for Key Government Employees  
in the Military Ready Reserve

This is to request that all Departments and agencies provide information on a priority basis in connection with the subject program.

The Department of Defense has carried on a continuous screening of the Ready Reserve required by law in order to identify and eliminate from the Ready Reserve those Reservists who might not be available for military duty in an emergency. A special program of screening for Federal employees who are filling positions necessary to the mobilization functions of the agencies, but who are also in the Ready Reserve, has been conducted by the Department of Defense with the cooperation of this Office and the other civilian agencies of Government in 1960 and 1962.

Information required at this time is more extensive than previously requested in that the name and certain additional information about each Ready Reservist is to be reported to the Department of Defense. A format indicating the required information is provided (Attachment 1). This information should be submitted as soon as possible, but not later than January 10, 1965, to the Department of Defense, Office of the Assistant Secretary (Manpower). A copy should be forwarded to the Office of Emergency Planning and a copy retained in the agency files for future reference.

In submitting the information agencies are requested to summarize their report as indicated on Attachment 2.

At the same time agencies are asked to identify which of the reported Ready Reservists are "key Federal employees" occupying, or who have mobilization assignments in, "key positions." Eventually agencies will

Attachment 1

ROSTER OF FEDERAL EMPLOYEES WHO ARE MEMBERS OF THE READY RESERVE

Department or Agency \_\_\_\_\_ Date (as of) \_\_\_\_\_

Individual's Name	Military Service & Grade	Title of Civilian Position	Civil Service Grade (Or Equivalent)	Key 1/ Employee	Reason for Identification as Key Employee 2/
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1/ Indicate by "x" if key employee

2/ Indicate A or B as appropriate:

- A. Currently occupies a key position; or
- B. Holds a mobilization assignment to a key position; and  
(whether A or B) no replacement exists and duties  
cannot be reassigned to other employees.

SUMMARY OF READY RESERVE STATUS

Department or Agency \_\_\_\_\_ Date (as of) \_\_\_\_\_

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Military Service	Officers	Enlisted	Total
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Army  
Navy  
Air Force  
Marine Corps  
Coast Guard

Total (All Services)

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Civil Service Status	Total Number	Number Key
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GS-10 and above (or equivalent)  
GS-1 to 9 (or equivalent)  
Wage Board employees  
All other

Total



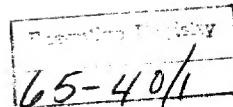
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6 JAN 1965

MEMORANDUM FOR: Deputy Director of Central Intelligence  
THROUGH : Deputy Director for Support  
SUBJECT : Report on Agency Employees in Military Ready Reserve



1. This memorandum transmits for your approval and signature two memoranda regarding Agency employees in the military Ready Reserve.

2. By memorandum dated 8 December 1964, the Director, Office of Emergency Planning requested all Departments and Agencies to conduct an intensive screening of all employees who are in the military Ready Reserve and submit reports to the Assistant Secretary of Defense (Manpower) not later than 10 January 1965, to include an identification of those who are "key" employees who might not be available for military duty in an emergency. Although the memorandum requested both name and statistical summary reports, CIA has been exempted from the submission of names for security reasons. The memorandum for the Assistant Secretary of Defense (Manpower), attached at Tab A, deals in some detail with the history of the mobilization manpower agreements between the Agency and the Department of Defense and recommends that those agreements pertaining to the control and planned utilization of our employee Reservists remain in effect.

3. The Director, Office of Emergency Planning requested that a copy of the report be forwarded to his office. Therefore, a suggested letter to Mr. McDermott, transmitting a copy of the statistical summary report and containing a brief explanation as to why we have not classified any of our employee Ready Reservists as "key", is attached at Tab B.

4. It is requested that the signed originals be returned to this office for hand delivery to the addressees.

/s/ Emmett D. Echols

Emmett D. Echols  
Director of Personnel

Attachments: A/S

Distribution:

- 0 - Return to D/Pers
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